



Naval Air Engineering Station Lakehurst, New Jersey



FY01 Commander in Chief's Award

For Installation Excellence

Local Community: Lakehurst NJ

Location: Ocean County, 75 miles south of New York City, 54 miles east of Philadelphia, 14 miles west of the Atlantic Ocean

Newspapers: Asbury Park Press, Ocean County Observer

Radio: WJLK-FM, WOBN-AM

TV Station: Comcast Cable Channel 8

Base newspaper: Air Scoop

Website: www.lakehurst.navy.mil

Commanding Officer, **Captain Dwight L. Cousins**
Major Claimant: **Naval Air Systems Command**

Congressional Members

The Honorable Christopher H. Smith, Fourth District
The Honorable H. James Saxton, Third District

Senators

The Honorable Robert Torricelli
The Honorable Jon Corzine

We are the Naval Air Engineering Station Lakehurst, a "Heritage of Service and Model for the Future"

part of the Naval Air Warfare Center, Aircraft Division and the Naval Aviation Systems Team. Located in central New Jersey's Pineland National Reserve, we provide facilities and services in direct support of the Aircraft Platform Interface (API) mission. Our combined workforce is more than **3,400** civilian, military and contractor personnel, made up of engineers, technicians, logisticians, acquisition experts, artisans and administrative personnel, and **100** civilian technical representatives located world-wide. The base supports over **500** military dependents.

The aircraft launch/recovery and aviation support equipment we provide are critical to the safe, effective operation of fixed and rotary wing aircraft from ships at sea and from austere expeditionary airfields.

We are the largest Naval Aviation facility in the Northeast, with 7430 acres of land, 368 structures, 298 buildings, two active runways, a 12,000-foot dedicated test runway equipped with shipboard catapult and arresting gear, three jet car test tracks and six large hangars.

QUALITY OF LIFE

- 1ST phase of Pinehurst Military Family Housing renovations awarded
- Shore-NJ organization teams with Fleet and Family Service Center to benefit over 30 active duty families

WORKFORCE

- RIF Avoidance Team helped situate 78 displaced employees - winning Area Commanders Award
- Initiated partnership with schools to help replenish aging workforce
- 1 Year memorial service for Shuttle crash victims
- 8 graduates of SEMDP, 12 named NAVAIR Senior Engineers

WORLD CLASS FACILITIES

- 23 tenants contribute to joint, collaborative, innovative and efficient services to the fleet
- Awarded contracts for electro-magnetic (EM) catapult construction/ demonstration - initiating an EM Center of Excellence
- Completing Engineering Superlab that consolidates work conducted in 14 separate labs, will save over \$55M, creating synergy of labs, manufacturing and prototyping, test and engineering

SAFETY

- Total number of injury cases were reduced 71% since 1995
- Received the best Navy OSH score (2001 IG inspection)

ENVIRONMENT

- Received White House Closing the Circle Award for Environmental Management Systems and two 2001NJDEP Excellence Awards
- Accepted into EPA Performance Track

COMMUNITY ASSISTANCE

- 135 member NJ Urban Search and Rescue team (includes NAES firefighters) first to respond to WTC disaster on September 11, 2001
- Fire Department "adopts" Brooklyn fire company No. 230
- Giving Tree provided holiday presents to 140 Head Start children
- Contributed over \$77,000 to Combined Federal Campaign

COMMUNITY INVOLVEMENT

- First Air Show in a decade, >400,000 visitors, featured Blue Angels
- Held 3 environmental public meetings and over 170 facility tours

The Station is part of a unique 40,000+ acre contiguous tri-service military reservation (NAES, Fort Dix and McGuire AFB) set in the active Northeast corridor with room to expand. This "Mega-Base" arrangement allows for facility sharing and interoperability, with minimal encroachment constraints due to our location in the NJ Pinelands. **Our prime location and numerous collaborations/partnerships place the Station in an unparalleled position to support additional Homeland Security initiatives.**

Our facilities include engineering offices for over 1500 technical personnel supporting the API mission, a Configuration Maturity Model level II computer software center, more than 20 labs and training facilities, a test-dedicated runway and test track facilities, and a 5.7-acre complex of manufacturing and prototyping shops.

NAES is a full service military installation with public works, public safety (includes fire and police), supply, contracts, comptroller, information management, video teleconference centers, an emergency medical team and child development center. Our people enjoy numerous quality of life services, including morale, welfare and recreation programs, dental and medical clinics, family and bachelor housing, religious and family service centers and exchange and commissary stores.

The Commanding Officer and Executive Officer in conjunction with the Station's cross competency Executive Leadership Council utilize three strategic focus groups to manage our mission, resources and long-term planning:

- **Model Installation** – building a model 21st century installation dedicated to quality of life, and safe, effective work environment
- **API Knowledge Center** – recognized as the world leader in API technologies now and in the future;
- **Shared Resource Center** – developing partnerships for additional uses of our technology and base and applying state of the art commercial expertise to our products and services.

NAES is home to 23 community, joint service and Navy tenants. Together our joint, collaborative, innovative and efficient services support our "Heritage of Service and Model for the Future" motto. Our tenants enhance the Station's overall mission through sharing of overhead costs, which in turn reduces the cost of API services to the Navy. These tenants also help create unique cost-savings partnerships, such as use of SeaBee labor to perform building renovations or use of the vocational-technical school to provide career training and replenish our maturing workforce.

Total Quality Enhancements

***Vision* - Our NAES mission is to provide a world-class, Fleet-supporting installation which preserves and enhances the Navy's API operations and makes them more affordable.** Our unique products, "cradle to grave" services and depth of expertise support the Navy's goals of Affordability, People, Processes and most importantly, the warfighter.

Supporting the Warfighter

- Our manufacturing team, warehouse, engineering staff, acquisition team and inventory specialists provide a "one stop" shopping for the global Naval Aviation community on a 24/7 basis.
- In FY01 we provided worldwide Fleet and Marine activities with over **6700 items delivered to the Warfighter**. We delivered over 1500 items in direct support of the F-18 program.
- We provided In-Service Engineering with a bi-weekly average of 17 shipboard technical assists, and 5 remote assists to navy ships worldwide.
- **Provided synergistic support worldwide against terrorism** for ALRE equipment on CVN 70/71/74, LHD 5, AFG 3, DD962, and NAS Diego Garcia.
- We developed/conducted critical design reviews for the Electromagnetic Launch System, the Joint Strike Fighter Operational Requirements Document Performance Criteria for X-32/X-35 entry to Engineering and Manufacturing Development, MV-22 Ship Suitability test plan, Improved Fresnel Lens Optical Landing System Training, M-31 Expeditionary Arresting Gear design.
- We tested and manufactured traditional and new poly-core Arresting pendants, AH-1 and UH-1 ground handling equipment, catapult low loss launch valve for CVN76, jet blast deflector for CVN 72, Integrated Shipboard Information System/Aviation data Management and Control Systems for CVN 68/73/74, tool kits for HC-3 &5 and H60 squadrons, cryogenics equipment for Marine Corp Air Station Iwakuni, cross deck pendants for Iowa National Guard, unmanned aerial vehicle fuselage stands and F-18 maintenance stands, E-2/C-2 barricades, cross deck pendants and elevator actuators for Foreign Military Sales.

Model Installation Focus Group Initiatives

- API/Engineering Superlab on schedule for completion May 02. The new building combines 14 separate laboratories and is co-located with engineering offices and manufacturing/prototyping facilities for increased synergy in fleet support operations. Will result in cost-savings of \$55 million over 25 years.

- Awarded \$7.3M Phase I **project to renovate 64 family homes** (Pinehurst Estates) to include new kitchens, appliances, flooring, lighting, bathrooms, and landscaping.
- Completed \$430K renovation and **expansion of Pinehurst Community Center**, doubling its previous size.
- Replaced deteriorated water lines (~80 years old) in officer's housing complex.
- Completed conversion of multiple buildings from steam heat to natural gas for improved resource management, **saving >\$800K/year**.
- Replaced fuel oil boiler with efficient/reduced maintenance double walled unit for catapult steam generation.
- Constructed test tracks control tower for complete visual views of all test tracks, allowing operators to remain at a safe distance from the jet engines.

Quality of Life- This is our life support system for our sailors and their families.

- In 2001 we began design to construct a **Cyber-Café** for our sailors. This cafe will provide an interactive environment with a snack bar, computers and internet access, and the ability to converse with the Station's chaplain.
- Newly constructed **Physical Readiness Training facility** that includes cardiovascular theater and racquetball courts.
- Single sailor shuttle service to geographic areas of interest as requested.
- Accredited on-base Child Care facility and youth programs to serve both military and civilian workforce population, includes partnership with local school system with before and after school programs.
- Sponsored **12th annual Lighter-than-Air duathlon**, a nationally recognized race (3-mile run and 20-mile bike ride).
- Morale boosting sponsorship of military and civilian team appreciation picnics.
- Heritage Center gallery project underway to house artifacts of Station's and local area's historic significance.

Environment – Preserving our land, our community and our future.

- The Station completed conversion of 33 buildings to natural gas, allowing the shutdown of its 80 year-old boiler plant. Under this project **fuel storage at the Station was reduced 64%**, and the following emissions were reduced: nitrogen oxides - 43%; carbon monoxide- 50%; sulfur oxides - 70%; and particulate matter - 80%.
- The Station **eliminated the use of sulfuric acid** in the boiler water purification process at the catapult

steam plant. By contracting for a mobile unit to periodically de-mineralize the water, the Station eliminated the previous 2000-gallon acid storage requirement, resulting in a much safer work environment.

- NAES was **accepted into the EPA's National Environmental Performance Track program** on August 1, 2001 for the Station's "commitment to sound environmental management, continuous improvement, public outreach and sustained environmental compliance." This program builds upon the Station's current involvement in NJ Silver Track which is the state level equivalent of Performance Track.
- To comply with E.O. 13101 and promote use of recycled content products, the Station **instituted an Affirmative Procurement procedure** in 2001. Purchases of certain paper, office supplies and building materials are flagged by the Requisition Automated Processing System for review. All government credit card holders were trained in 2001 on the new procedure.
- Posted the **first Annual Environmental Performance Report** on the Station's public website in accordance with the NJ Silver Track Program. This report provides progress on various environmental metrics such as air emissions, recycling, energy consumption, and water quality and describes new P2 measures undertaken.
- **Maintained a nominal 60% recycling rate** at the Station for five consecutive years (FY97-FY01). This program is staffed entirely of military personnel with the guidance of a civilian solid waste manager. Last year the program took in \$60K for quality of life projects and avoided \$87K in disposal fees.

Partnerships – Joint, Collaborative Innovative and Efficient forum to enhance our capabilities, and support our aging workforce

- Expanded an existing partnership with the Ocean county Vocational-Technical School for artisan/engineering training to provide on-base facilities for Nursing and Culinary Arts Schools. Partnership creates teaching, mentoring, and job shadowing opportunities for students and provides base with services and recruitment opportunities.
- **Established educational partnerships** with Princeton University, Stevens Institute of technology, Rowan University and Monmouth University, enhancing our capability to insert new technology in fleet products.
- NJ Urban Search and Rescue Team **provided no-cost field and classroom training** to NAES firefighters - team is pursuing FEMA qualification.
- Business development office fosters new customers and partnership to strengthen business base, share

technology and lower operating costs. **Cost offsets/investments in FY01 totaled \$800M.**

- Teamed with nearby Fort Monmouth to provide a test range and technical support for evaluation of a communication suite for Joint Combat System, a CECOM/DARPA joint development.
- Developed an agreement with USAF to construct a C-17 Assault Landing Zone (air strip) at NAES.
Provides ability to stage and airlift various homeland security and disaster assistance forces.

Awards

2001 White House Closing the Circle Award,

Environmental Management Systems: Federal award winner. Recognized for proactive ISO 14001 Program and compliance with E.O. 13148 "Greening The Government Through Leadership In Environmental Management."

2001 NJ Environmental Excellence Award, Clean and Plentiful Water Category:

NJ State Award Winner. Recognized for achievements in providing safe drinking water, replenishing the aquifer and preventing surface and groundwater contamination.

2001 NJ Environmental Excellence Award, Silver Track Category:

NJ State Award Winner for 2nd year. Recognized for tremendous reductions in hazardous waste disposal, natural gas conversion project, progress in ISO 14001 and education/outreach programs.

2001 Tree City Award: National Arbor Day Foundation Award Winner (tenth consecutive year). Recognized for natural resources conservation.

1st School/Business Partnership Award, New Jersey Council of County Vocational Schools: In recognition of 7-year partnership with Ocean County Vocational-Technical Schools.

2001 NAWCAD Area Commander's Awards:

RIF Avoidance Team was recognized for its efforts in assisting 78 employees avoid involuntary separation. Test Site Operations Support Team was recognized for exceptional teamwork in solving fleet problems despite reductions in manpower.

Occupational Safety and Health Programs – protecting our greatest assets

NAVAIR Lakehurst is meeting the challenge of today's safety and health environment by implementing leading edge safety programs through a new Process Review and Measurement System for addressing Sailors, Civilians and property at Lakehurst and the surrounding community. Team Lakehurst's goal is to **integrate Safety into each and every process** to protect our men and women from workplace hazards while managing declining resources, increasing regulatory pressures, and more sophisticated equipment. The Occupational Safety

and Health Division's proactive approach, diverse knowledge and experience have helped maintain the lowest injury rate in years for an industrial facility. The total **number of cases was reduced 71%** since 1995 using this proactive approach.

NAES Lakehurst has **set a benchmark score (80) for the entire U.S. Navy** during its most recent Inspector General (Naval Oversight Inspection Unit) inspection March 2001.

The station has been a leader in Occupational Safety and Health through the implementation of innovative programs such as:

- Federal Occupational Safety & Health Councils (**4 time National Award winner**) most recent 2001
- OSHA Regional Office Partnership
- Ocean County NJ Partnerships
- Operational Risk Management programs
- Monthly OSH Newsletter
- NJ State Safety Council Partnership

The implementation of the partnerships created a joint understanding between Lakehurst and the various outside agencies. The partnerships opened dialog, promoted sharing knowledge and experience, and increased the ability of this installation to provide a safe and healthy environment for our employees.

Equal Employment Opportunity - Building stronger teams

Eliminated conspicuous absences in the following career fields:

- Asian females, GS 9-12, Administrative
- White females, Social Services Specialist
- Hispanic females, Logistics Management Specialist

Eliminated manifest imbalances in the following career fields:

- Asian males, general engineer series
- Asian females, Administrative
- Hispanic males, Science/Engineering promotions
- Black males, promotions in 5 of 6 major job classifications.

In addition, the Program Manager Administrative series realized a four-fold increase in white females.

The Special Emphasis Committee sponsored the following educational activities:

- Handicap of Life Presentation
- Native American Culture presentation
- Women's History, Asian Pacific Heritage and Black History months luncheons
- Women's Perspective Workshop
- Bi-weekly "Cultural Moments" e-mail messages

In February 2001, 78 positions were eliminated as a result of two CA studies (Information Technology and Administrative Services) and the shutdown of one boiler plant. The 78 people **most directly at risk of separation were disproportionately female, minority or people with handicapping conditions.** The Lakehurst Executive Leadership Council empowered a team to manage this change and minimize adverse impacts. The Reduction-In-Force (RIF) Avoidance Team was created to: 1) reduce the number of people directly at risk of separation, 2) increase the likelihood of placement options during the RIF; and 3) increase the number of people available for assignment to direct funded work. The team conducted two job fairs, developed a resume handbook, offered career counseling, held an interview workshop, and conducted numerous information sessions with affected employees. Due to the dedicated efforts of the team, 69 of the 78 were placed in new positions, and 9 people separated voluntarily. **As a result of the team's efforts, no involuntary separations occurred.**

Community Relations and Participation - Being a good neighbor

Community Interaction

- Conducted **remembrance service for the seven base employees** who were killed in a Navy aircraft crash 1 year ago, continuing the Station's support of grieving families and base employees.
- **Celebrated 80th Anniversary of service to Naval Aviation with Air Show.** One of the largest ever on East Coast which featured the "Blue Angels", attracting 450,000 attendees from all over metropolitan region. Featured numerous ground displays featuring our mission and that of other military services. Attracted extensive press coverage that promoting service recruiting.
- **Conducted over 170 tours** for civic, social, educational and special interest groups, local, state and federal officials and prospective customers.
- Conducted **religious observance programs** for the public including Martin Luther King, Jr., Birthday, Memorial Day and the Sept. 11th terrorist attack victims.
- Provided **support for blimps** needing emergency repairs or landing in the Northeast.
- The Environmental Branch **held routine public meetings** at a local library to answer questions and hear concerns about our environmental program.
- **Proactively hand-carried notices** to neighboring residents and issued press releases regarding noise in advance of aircraft testing.

Community Assistance

- Responded to **58 community fire and rescue calls**

when local volunteers were unavailable.

- Provided fire, rescue, police and disaster training resources to many organizations.
- Provided support to New Jersey's Urban search and Rescue team, NJTF-1, to include constructing training range and new access road for its large vehicles. Hosted homecoming party for unit, which was **first to respond to the World Trade Center disaster** site.
- Provided support and facilities for community blood drives.
- **Adopted Fire Company No. 230 in Brooklyn** that lost six members in WTC disaster. Volunteers attended funerals and visit regularly - offering meals, concern and companionship.

School

- Hosted annual Giving Tree **Christmas party for 140 Head Start children** with \$7,000 worth of employee donated gifts, refreshments and entertainment.
- Co-sponsored (with Ocean County schools) **Career Day for 1,400 high school students** who learned about job qualifications from 100 business people.
- **Hosted America Skills Olympics** for the New Jersey Vocational Industrial clubs providing support for this model educational initiative.
- **Provided job shadowing** for students in administration, aviation, computer programming and engineering. Provided support for New Jersey Society of Professional Engineer's statewide Engineering Career Day for students needing practical career advice and direction.
- Supported Sea Cadets, Scouts and Civil Air Patrol encampments and training to include **support for regional flight school.**
- Sponsored American Cancer Society anti-smoking program for local elementary students.
- Supported three national and four international television productions.

Charitable

- Our Chapel outreach members interact with local Chamber of Commerce, veterans groups, children's hospitals, Head-Start program, Boy Scouts, Habitat for Humanity and fraternal organizations for charitable causes.
- Employee Thanksgiving drive provided more than 200 families (active and retired military, disabled and widows) with **\$8,000 worth of food baskets.**
- Chaplain's Office keeps a well-stocked food pantry for military, civilian and community families in need.
- Combined Federal Campaign **donated over \$77,000** to charities, exceeding our FY00 goal.